

Ensuring Quality Social Work Services

Where do we go from here?

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CPM Candidate 2015

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Quality service provision and rehabilitative services are a cornerstone of the mission of The South Carolina Department of Juvenile Justice (SCDJJ). To ensure we are providing quality services to our clients, we must look at how to enhance our Social Work Services at SCDJJ. And we need to do so taking into account the overall mission of our agency which includes community safety. So how do we do that? Where do we go from here?

Attaining an MSW does not end a social worker's need for advanced training and exposure to best practice interventions for the juvenile population. At SCDJJ there is not a formalized, separate, specific training program which differs from New Employee Orientation (NEO). At this time, Social Work supervisors are the providers of this training in-house and agency-wide. Social Workers also take advantage of attendance at local trainings. The question is: would development and implementation of a more formalized training assist DJJ in retaining quality social work staff? And would it address continuity in the service delivery for our juveniles and their families?

The standardization of a hiring, (also known as on boarding) procedure and offering advanced training throughout the agency for Social Workers is a way to enable employees to become more effective, efficient, productive and integrated members of the team. "...[G]iven the increasing cost of hiring new employees, the high cost of turnover, and the need to retain knowledgeable workers, the importance of new hire orientation becomes more evident" (Holton, 2001; Jones, 1986; Wanous & Reichers, 2000).

What goes into attracting Social Work talent? Salary is one attractant. So how does South Carolina compare in salary and tenure nationally for professional employees? Let's tackle that bear first since "more money" is a chant heard in most state agencies.

Table 6, in the Appendices gives information from a study by the Bureau of Labor Statistics, US Department of Labor, is helpful in knowing the median years of tenure for employed wage and salary workers by occupation. "Among the major occupations, workers in management, professional, and related occupations had the highest median tenure (5.7 years) in January 2014" as reported in the Economic News Release, US Bureau of Labor. Unfortunately, the average tenure for a social worker with SCDJJ was not readily available from our Human Resources Division.

Also, from the US Bureau of Labor, information for South Carolina reported on salary for Child, Family and School Social Workers indicated a mean salary of \$35,300 dollars. See Appendix 2. Nationally, the information for the same occupation is \$46,060 according to the US Bureau of Labor. See Appendix 3.

The South Carolina Department of Human Resources uses a pay band system (Appendix 4) to determine salary range for state employees. For SCDJJ, the category that most of our social workers fall into is GB65. The SC Human Resources website publishes a statewide job class code report annually. In the most recent published report, a state worker in category GB 65 has an average of 11.18 years of service with an annual salary of \$42,792.65.

In mining this information, it would appear that the average tenure for a Social Worker is 5.7 years nationally, with an annual salary of \$46,060 per year. In SC, the average tenure is 11.18 years with an annual salary of 42,792.65. It also means that while the professional staff of Social Workers in the state have an average tenure that is far above the national average, the salary falls below the national average. As for SCDJJ, average tenure and salary is not readily available. Our Human Resources division directed me to the SC State HR website.

Social workers deal with some of the most vulnerable people in our society at times of greatest stress. There can be tragic consequences if things go wrong. In the juvenile justice system, working with vulnerable people is a day to day occurrence. Clients depend upon the Social Worker to be an advocate, listener, doer, miracle worker, and therapist. This places a heavy burden square on the shoulders of the Social Worker. So how do we, as an agency, help our Social Workers be happy in their jobs? David Mielach wrote about the "11 Things that Make Workers Happy" in his Business News Daily article published in 2012. While not all eleven items are achievable in the SCDJJ environment, several hit home as they relate to this project.

Offering room for growth was one of the eleven things Meilach cited. Employees are unlikely to be happy if they continue to come to a job that offers no room for growth and advancement. Meilach stated that employees who felt they had no opportunity for advancement were not as happy in their jobs. As a result, those employees were more likely to begin searching for a new job (Meilach, 2012).

"We found that providing developmental support, such as training opportunities and career mentoring, to employees who do not believe there are attractive career opportunities for them within the company, led to such employees leaving the organization," said Maria Krammer, (Seibert, 2011) co-author of the study. The research

found that having the ability to advance at work made employees more inclined to stay at a company in order to strive for those opportunities.

Offering a good training program for employees was another. Employers shouldn't underestimate the impact training has on new employees and their future happiness. According to Training Today, the importance of training your employees – both new and experienced – cannot be overemphasized. Effective training of new employees results in employees who:

- Know what they're doing
- Save time
- Have a good feeling about the company
- Get off to a good start.

A recent study found company-sponsored mentorship or orientation training sessions were more likely to lead to engagement among employees. The article, "Why Top Young Managers Are in a Nonstop Job Hunt" by Monika Hamori, Jie Cao and Burak Koyuncu, (Hamori, 2012) stated:

"Dissatisfaction with some employee-development efforts appears to fuel many early exits. We asked young managers what their employers do to help them grow in their jobs and what they'd like their employers to do, and found some large gaps. Workers reported that companies generally satisfy their needs for on-the-job development and that they value these opportunities, which include high-visibility positions and significant increases in responsibility. But they're not getting much in the way of formal development, such as training, mentoring and coaching – things they also value highly."

"Simply throwing newcomers into a job and letting them fend for themselves results in their being socialized by default rather than design," said Jamie Gruman, (Gruman, 2013) a professor at the University of Guelph, in Guelph, Ontario, who conducted the research. "Companies benefit from boosting their employees well-being. Helping new hires adjust at the start empowers them to achieve their potential later on."

So it is apparent that training is a much needed part of increasing work happiness and in helping employees stay in their job positions. It would behoove SCDJJ to develop and implement a training program that occurs after the NEO which would include on-the-job training experiences, classroom training experiences, and mentoring/coaching experiences tailored to accommodate new social work employees.

Employees are happier if they like where they work, so creating a favorable work environment is also on the list. Simple things such as reducing the length of meetings or playing music in the office improved the morale of employees. Companies can also take simple steps, such providing food to the employees in the office and recognizing employees after a job well done, to make employees happier.

Communication with employees can help to alleviate many concerns they may have about their job since it helps workers feel happier and more secure at work. Communication either in person, in an email, or with a handwritten note all helped to make workers feel better at work.

Allowing workers to keep focused on their jobs without constant interruption is another way to keep employees happy and productive. One way to accomplish this is to eliminate useless emails. A recent study found that workers estimate they spend 100 hours a year dealing with pointless emails (Dunn & Jasinski, 2001).

With pointless emails eliminated, workers can focus only on relevant items related to work. That can lead to employees who are happier since they will not need to deal with pointless and time-consuming issues.

Workers also crave autonomy in their jobs, research has found. "People are more likely to be happy at work if motivation comes from within," said Maynard Brusman, (Brusman, 2003) a psychologist and an executive coach at San Francisco-based Working Resource, who conducted the study. "They will perform better, engage more, and be more committed if what they do comes from the core of who they are."

Allowing workers to perform tasks related to their jobs in their own way will not only make workers happier, it will also make them more productive since they will not have to waste time waiting for approval from superiors, the research found. From this information, it is clear that money is not the sole motivator for employee longevity. There are many facets affecting the decision to stay in a position or leave a position. In order for our Social Work staff to experience more autonomy, our agency must provide them roadways and routes to do so (Meilach, 2012).

SCDJJ has a New Employee Orientation which offers a brief three day overview of the agency and its mission, programming, and goals. It is up to individual supervisors or work units to provide advanced or on-the-job training. A survey of 33 of 45 Social Workers conducted by the Office of the Director of Social Work yielded the following results as related to training. A copy of the survey tool used is in the appendices of this report.

In the survey (Appendix 4), comments gave information that relates to opportunities for growth. A recap of the research examined indicated that when an employee felt there was no room for advancement in their workplace, they were more likely to look for a job elsewhere. Even when you offered advanced training opportunities for employees, they may leave the agency if they believe there are no such opportunities for them. Within SCDJJ, retirement and resignation appear to be the two ways Social Workers leave. So if the information from the Bureau of Labor and SC Human Resources is accurate, 11.8 years of service for a GB65 classification employee bodes well for the agency.

Social Workers expressed that having advanced training impacts them in several ways. First, it accomplishes helping them attain the continuing education units needed for maintenance of their license. It also was noted that advanced training in best practice intervention styles would enhance their overall ability to provide adolescents and families the treatment needed to accomplish SCDJJ's Mission of rehabilitation and community safety. Child welfare caseworkers report that available training does not meet their needs and they do not have time to participate in classes. Also, when training was available, high caseloads and work priorities hindered their attendance (GAO, 2003).

Remedying this is no easy task. And sometimes pills are bitter to swallow... we must look at this roadblock when striving to meet the advanced training needs of our staff. This disconnect results in poorer outcomes for our clients and does not support the mission of the agency for rehabilitation. According to Victor Lipman (Lipman, 2013) Forbes Magazine Contributor:

The Social Work Survey completed had only a smattering of responses related to job advancement. It did not appear as important to the Social Worker as training, programs, and work environment were. However, opportunities for advancement pepper the research and literature regarding job happiness and prolonging tenure. This disconnect may be attributed to the "calling" of the Social Worker into their position versus opportunities for advancement. Many Social Work staff have shared that they prefer working with the clients and are not interested in supervising employees when opportunities have arisen for advancement and discussion about interest has occurred at SCDJJ (2013).

Several of the Social Work staff stated that having funding to attend training and seminars outside of the agency would be appreciated. "Being with others who work in the field, making new contacts, and sharing with others that I don't directly work with would be super;" "We used to have monies for continuing education seminars but that has gone away. I would like to see it back in place;" and another stated that "without taking advantage of what others have learned in the field diminishes the profession and affects the service delivery to our juveniles."

Training should be related to the job Social Workers are doing at their respective work places. Social Workers surveyed said they would like to have a “say” in what training they received and then follow-through on implementation of the training. One Social Worker said “I love the training but the follow through is poor on getting the materials or needed supplies to implement with our kids”. Another said “I would like to receive training that is timely and applicable to my service provision not just training for trainings sake”.

This speaks volumes! It would benefit the clients we serve and our agency. And it would advance the overall mission of SCDJJ. Not to mention, offer the profession of social work the time it deserves and demands in this ever-changing world of juvenile delinquency.

Again, remedying this is no easy task. This is another roadblock we must look when striving to meet the advanced training needs of our staff. This disconnect results in poorer outcomes for our clients nor does it support the mission of the agency for rehabilitation. According to Victor Lipman, Forbes Magazine Contributor:

“Why is development planning frequently ignored?”

1) **We tend to focus most on the here and now.** So many businesses are in a constant frenetic state of upheaval, reorganizations and trying to do more with less. In this environment, managers naturally tend to be most focused on essential day-to-day operations and less interested in longer-term activities perceived as having less certain payback.

2) **Some bureaucratic exercises are done but not acted upon.** When I was in corporate management, we spent a fair amount of time trying to fit employees into nearly incomprehensible matrices with too many descriptive boxes (“Intergalactic Star,” “Diamond Amid Coal,” “Wolverine Tendencies,” “Wicked Lot of Problems” and so on – my own fanciful categories). The problem was, the exercises were so confusing and time-consuming that we were satisfied just to complete them, and seldom did much constructive with the data.

3) **There’s just no time for it.** This is (as those younger than I often put it) the “lamest” excuse of all. There’s *always* time for important activities. If you believe that development planning is a valuable managerial function, just make it a priority and carve out the minutes and hours for it.” (Lipman, 2013)

While the writer of the article in Forbes Magazine is focusing on businesses versus state agencies, I believe the take away is accurate: we are all about the here and now. Focus is drawn from one event to another, usually one which is “pressing” or “urgent” and off of the “bigger picture.” And the “there’s just no time for it” reason is resounding! Finding enough time in the day to achieve one’s job responsibilities is often difficult. Throw in more hours for training or mentoring and the schedule becomes chaotic. But the truth is we must find

the time, focus on the future, and ensure the right fit of social workers are meeting our needs. Again, that bitter pill.....

The daunting task of ensuring quality therapy and case management services to the children and adolescents served by SCDJJ falls onto the shoulders of the clinical team. The clinical planning and goal setting by the Social Worker, who is the leader of that team per policy, needs to be aligned with the agencies goals of rehabilitation and community safety. In an effort to accomplish such a task, having tenured, well-trained social work staff members is critical. Often social workers joke about being “generalists” which means that they use what they know, even if it is not in purest form, to provide quality services to their clients. A little Cognitive Behavioral Therapy here, a little Brief Solution-Focused there and so forth. While that is workable in some situations, having a solid, best practices program in which to provide services is optimal. Where are these programs and how do we get them?

The Office of Juvenile Justice and Delinquency Prevention (OJJDP) Model Programs Guide contains information about evidence-based juvenile justice, intervention, and reentry programming. For Social Workers to make that difference for adolescents and families served at SCDJJ, the use of one or more of these model programs may affect overall happiness with their job. The “piece meal” approach to service delivery may not.

In looking at best practice and promising programming for antisocial behavior and at risk behavior, some examples from the OJJDP Model Program Guide are *Aggression Replacement Training® (ART®)*; *Functional Family Therapy (FFT)*; *Family Solutions Program*; *Gang Resistance and Education Training (GREAT)*; *Trauma Focused CBT*; *Juvenile Problems and At Risk Behaviors*; *Bullying*; *Methodist Home for Children Value -Based Therapeutic Environment (VBTE) Model*.

All of the above listed programs have both entry and advanced training packages, manuals for use in treatment and intervention, and are considered either best practice or promising practice for the adolescents served at SCDJJ. Strengthening our programming and educating/training our Social Work staff members in one or more of these program models may result in better outcomes for the adolescents we serve and their families. And they also address many of the concerns that are posed in communities about the return of adolescents to such. While it costs states billions of dollars a year to arrest, prosecute, incarcerate, and treat offenders, investing in successful delinquency-prevention programs can save taxpayers seven to ten dollars for every dollar invested, primarily in the form of reduced spending on prisons. (http://www.futureofchildren.org/usr_doc/18_2_09-Greenwood.pdf, pages 188–192).

Why is choosing a program to meet the needs of the clients and one which is replicable so difficult? Funding is one issue. While the programs listed above are best or promising

practices with OJJDP, they are not free. There is a substantial cost in both money and workforce hours to implement them well. Many programs have recurring annual fees to continue to be able to use the program. Some have easy accessible portals via the web for training while others rely on face-to-face training time with a qualified trainer. All that costs agencies, such as SCDJJ, whose state dollars are tight and accountability for those dollars watched carefully. Again, the bitter pill. The delicate balance of ensuring quality services is expensive. Meeting the needs of the clients we serve...crucial. Biting the proverbial bullet is necessary to ensure future success of our young ones. They will be running our country one day soon.

Workforce planning may be one way to guide SCDJJ in this arena. Workforce Planning is having the right number of people with the right skills in the right jobs at the right time, according to the SC Department of Human Resources website. And it helps the organization forecast future conditions and develop objectives for the HR programs to meet the organization's needs. There are three approaches to workforce planning: Workforce Approach, Workload Approach, and Competency Approach.

I have chosen to look at the Workload Approach and how it fits the current workforce planning needs of Social Workers at DJJ. The Workload Approach, according to their website, focuses on the amount and type of work the organization anticipates handling at a specific point in the future, and uses this information to project the number of resources (people and skills) needed to perform that work.

Planning for future needs is just one of the many responsibilities of an agency and its supervisors. Making time for this important task and projecting needs is critical. SCDJJ has worked extremely hard to make use of the many resources available in communities so that juveniles do not have to be removed from their homes or incarcerated. This goal has increased the numbers of juveniles on probation or in less restrictive community placements and decreased the numbers of juveniles incarcerated.

Research on juvenile corrections has generally found that confinement can negatively affect youth in custody and can lead to further involvement in the juvenile and adult criminal justice systems rather than interrupting the offending cycle or facilitating rehabilitation. Youths in custody are more likely to recidivate or end up in the adult criminal justice system, compared with youths who are diverted from detention or confinement facilities (Holman and Zidenberg 2006). This pendulum swing has resulted in the need for social work positions in DJJ community offices around the state versus having most social workers assigned to the long term institution. Thus we have moved several Social Workers into community offices and have requested more Full Time Employee positions in an effort to expand into more areas around the state.

For future planning, the Workload Approach would assist SCDJJ in ensuring that we reflect our need for people and skills on the type of work we anticipate providing to our customers. Not all social work is created equally! Community Social Workers may need a different skill set than those who work in the long term institution. Working to develop a training program to meet the needs of all our social workers, in their respective roles, is necessary.

It is unfortunate to report that SCDJJ has no information on the cumulative cost of recruiting, selecting, hiring and training a new employee. Efforts to obtain that information from our Human Resources Division failed. It is a task to recommend they look at tackling in the future so return from investment or ROI data for the agency is missing. In researching the topic little was found other than "if you want to do it, here is a mathematical way" which was determined too much of a daunting task for this project.

So where do we go from here? Ensuring the continued provision of quality social work services at SCDJJ has many facets. Recruitment, training, supervising, and providing a workplace conducive to the job are a few of those facets. The data has been reviewed, the research completed, and the following recommendations for "where do we go" are as follows:

It will be critical to continue to work with our Human Resources Division regarding recruitment, interviewing, and hiring qualified social work staff members to meet our demand. This will result in changing position descriptions based upon the outcome of the Workload Planning data. It will also affect how we go about interviewing and selecting staff members. Looking at our interview questions, honing in on those needed, providing real life scenarios for response, and the use of role play may be needed. Along with this cooperative effort with HR, continuing to compare salary information from the US Bureau of Labor will be important. If we cannot compete with other agencies, state agencies or not, our selection pool will be slim. The mission of our agency depends on having a good selection pool of candidates who can do this difficult work.

Choosing a best practice model (or models depending where you work in the agency) is another recommendation. Committing to the funding and staff hours it takes to put a best practice model in place is needed. We are going to need to "swallow the bitter pill" and take a stand on ensuring quality and timely services to our clients. Building the funding into budgets, selecting quality staff members, and ensuring supervisors are dedicated to ensuring fidelity of the model must occur to rehabilitate the adolescents we serve and to maximize our effect on community safety. In researching this topic, the Values-Based Therapeutic Environment (VBTE) Model from Methodist Home for Children is on the OJJDP website as a promising model of care. One study has been completed thus far. This approach was adapted from the Teaching-Family Model of Care for use in juvenile justice facilities that serve both long and short term juvenile delinquents. The pursuit of implementing a model

such as this would meet the need. Also incorporating ART (Anger Regression Training) which is listed on the OJJPD website as a successful program would enhance program implementation of the VBTE model.

In harmony with choosing the best practice model will be working with Staff Development and Training (SD&T) to build the training program for the staff members. Any quality training has lesson plans built in, training of the presenters, and updating the materials as necessary elements. SCDJJ has a quality SD&T division that can tackle this and ensure the training occurs. SD&T projects schedules for training activities six months in advance and those schedules are sent to all DJJ employees and posted on our training site. This will give ample time for making sure the employees who need to be in a specific training can attend. It would be up to their supervisor to ensure coverage for them to do so. SD&T could also assist in finding outside trainers to provide some of the required Social Work Continuing Education Units for licensure. This would address the concern in the Social Work Survey of making sure training was timely, applicable, and would assist in meeting licensure guidelines. Asking for a pool of monies for outside training attendance in our budget would also be recommended.

Measuring the success of the implementation of the VBTE Model and ART Model can be achieved in several ways. The VBTE Model has a built-in evaluation tool which supervisors use to measure the number of interactions with a juvenile and if those interactions are focused on the goals outlined for him or her. A supervisory training package is included as well so that supervisors can observe and give written feedback to each staff member using the interactions. The combination of the two facets should yield a reduction in frequency, intensity and duration of juvenile's negative behaviors and increase positive behaviors. The numbers of major/minor behavioral write-ups can also be used to measure how well the juvenile is responding to the intervention.

As for the implementation of the ART model one would expect to see reduction of negative behaviors in frequency, duration and intensity and the recipient of the intervention increase their use of coping skills in managing their anger responses. A review of the numbers of major/minor write-ups can yield information on how well the interventions are working. Since the use of measuring major/minor behavioral write-ups is also being used for the VBTE Model, it will be easy to also incorporate this measurement for ART participants.

The coupling of VBTE and ART in this juvenile facility has the potential to significantly impact not only the rehabilitative services of the juveniles but contribute to a culture change in our juvenile justice system. The move from a negatively based punishment system to a more positive rehabilitative system could impact safety and security for all. Creating a safe and secure work setting for our staff should have a positive effect on job satisfaction. No one wants to work in an environment where fear for one's safety is acutely on one's mind.

The development and implementation of an advanced supervisory skills training would also be recommended. In the research and in the comments from the Social Work staff in the survey having a knowledgeable supervisor who is supportive and competent is key to social work happiness and longevity. Having this in place would further enhance our ability to attract quality staff, keep tenured staff, and meet the treatment/rehabilitation needs of our population. On-the-job training provided by a supervisor in addition to a revamped training program based on best-practice models would help SCDJJ be a national model to reckon with.

In an effort to determine if the steps we take towards enhancing our training of new, current, and supervisory staff members, an annual survey similar to the one previously utilized (See Appendices) could prove helpful. In addition to the survey, brainstorming in small focus groups for feedback on the areas that are working well and areas that may need shearing up could be held. This would then contribute to the strategic planning for Social Work services and give Social Workers a voice in that plan. As we know, if one's suggestions are listened to and acknowledged, satisfaction on the job improves.

All in all, with effort and expertise put into action, we can bring SCDJJ to the forefront of juvenile facilities as it relates to rehabilitation and community safety. We have quality people...let's keep them!

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Appendices

Appendix 1

Table 6. Median years of tenure with current employer for employed wage and salary workers by occupation, selected years, 2004-2014

Occupation	January 2004	January 2006	January 2008	January 2010	January 2012	January 2014
Total, 16 years and over	4.0	4.0	4.1	4.4	4.6	4.6
Management, professional and related occupations	5.0	5.2	5.1	5.2	5.5	5.7
Management, business, and financial operations occupations	5.5	5.5	5.4	5.4	5.9	6.3
Management occupations	6.0	6.0	6.0	6.1	6.3	6.9
Business and financial operations occupations	4.5	4.7	4.6	4.6	5.2	5.0
Professional and related occupations	4.7	5.0	4.9	5.0	5.4	5.3
Computer and mathematical occupations	4.8	4.8	4.5	4.8	4.8	5.0
Architecture and engineering occupations	5.8	6.5	6.4	5.7	7.0	6.4
Life, physical, and social science occupations	4.2	4.7	4.0	4.6	5.3	5.0
Community and social service occupations	4.7	4.7	4.8	4.6	5.0	5.1
Legal occupations	4.1	5.0	4.3	4.6	5.4	5.4
Education, training, and library occupations	5.1	5.3	5.4	5.6	5.9	6.2
Arts, design, entertainment, sports, and media occupations	3.6	3.6	3.4	3.9	4.2	3.4
Healthcare practitioners and technical occupations	4.5	4.8	4.9	4.8	5.2	5.2
Service occupations	2.8	2.8	2.8	3.1	3.2	3.3
Healthcare support occupations	2.9	3.1	3.1	3.3	3.3	3.5
Protective service occupations	5.5	5.5	5.9	5.0	6.4	6.5
Food preparation and serving related occupations	1.8	1.8	2.0	2.3	2.3	2.2
Building and grounds cleaning and maintenance occupations	3.3	3.7	3.6	4.1	4.0	4.3
Personal care and service occupations	2.7	2.4	2.6	2.9	3.0	2.9
Sales and office occupations	3.4	3.4	3.5	4.1	4.2	4.0
Sales and related occupations	2.8	2.8	2.9	3.4	3.4	3.4
Office and administrative support occupations	4.0	4.1	4.2	4.7	4.8	4.6
Natural resources, construction, and maintenance occupations	3.7	3.5	4.0	4.7	4.7	4.4
Farming, fishing, and forestry occupations	3.7	3.6	3.1	4.2	3.9	3.2
Construction and extraction occupations	3.2	3.0	3.5	4.1	4.3	3.7
Installation, maintenance, and repair occupations	4.7	4.6	5.0	5.7	5.3	5.4
Production, transportation, and material moving occupations	4.2	4.0	4.5	4.6	4.8	4.5
Production occupations	5.0	4.8	5.0	5.3	5.3	5.2
Transportation and material moving occupations	3.4	3.3	3.8	4.0	4.3	3.8

NOTE: Effective with January 2011 data, occupations reflect the introduction of the 2010 Census occupational classification system into the Current Population Survey, or household survey. This classification system is derived from the 2010 Standard Occupational Classification (SOC). No historical data have been revised. Data for 2011 and later years are not strictly comparable with earlier years. Updated population controls are introduced annually with the release of January data.

Appendix 2

Occupation: Child, Family, and School Social Workers (SOC code 211021)	
Period: May 2013	
Area name	Annual mean wage(2)
South Carolina	35300
Footnotes:	
(2) Annual wages have been calculated by multiplying the hourly mean wage by 2080 hours; where an hourly mean wage is not published the annual wage has been directly calculated from the reported survey data.	
SOC code: Standard Occupational Classification code -- see http://www.bls.gov/soc/home.htm	
Data extracted on January 30 2015	

Appendix 3

Occupation: Child, Family, and School Social Workers (SOC code 211021)	
Period: May 2013	
Area name	Annual mean wage(2)
National	46060
Footnotes: (2) Annual wages have been calculated by multiplying the hourly mean wage by 2080 hours; where an hourly mean wage is not published the annual wage has been directly calculated from the reported survey data.	
SOC code: Standard Occupational Classification code -- see http://www.bls.gov/soc/home.htm	
Data extracted on January 30 2015	

Appendix 4

Band	Minimum	Midpoint	Maximum
01	\$15,080.00	\$20,959.00	\$26,838.00
02	\$17,656.00	\$25,161.00	\$32,667.00
03	\$21,484.00	\$30,619.00	\$39,754.00
04	\$26,139.00	\$37,250.00	\$48,361.00
05	\$31,805.00	\$45,326.00	\$58,848.00
06	\$38,703.00	\$55,155.00	\$71,608.00
07	\$47,092.00	\$67,108.00	\$87,125.00
08	\$57,299.00	\$81,655.00	\$106,012.00
09	\$69,717.00	\$99,352.00	\$128,987.00
10	\$84,828.00	\$120,884.00	\$156,941.00

Effective Date: July 1, 2014

According to the SC Human Resources Website, State Jobs Classification System, the following information is given for the most commonly posted Social Work position for SCDJJ.

Special Requirements

Licensure by the South Carolina Board of Social Work Examiners.

Minimum Requirements

A bachelor's degree in a social work or social welfare program accredited by the Council on accredited institution.

Pay Band - 04

Minimum Salary	Salary Mid Point	Maximum Salary
\$26,139.00	\$37,250.00	\$48,361.00



P.O. Box 21069
Columbia, SC 29221-1069

www.state.sc.us/djj



Nikki R. Haley
Governor
State of South Carolina

August 13, 2012

Dear Colleagues:

As an opportunity for us to advocate for ourselves and our area, I am sending out this survey for feedback. Please take the time to complete this survey. This is an anonymous survey so there will be no need for you to include your name or the location in which you work. Please be as honest as possible so we can make and bring about positive changes in our area. The questionnaire was developed in conjunction with Jan Giesen, Director of Social Work, as a way for information to be shared. Please use additional pages to complete your survey and return to my attention.

Enclosed you will find a self-addressed envelope for you to return the survey. Please return this survey before Friday, August 31, 2012. If you have any questions please feel free to contact me at 803-896-9029.

Thanking you in advance for your participation.

Cynthia A. Black, LMSW

SOCIAL WORK SURVEY

- 1) What do you enjoy most about your job?
- 2) What do you dislike about your job?
- 3) How optimistic are you about your future success with this agency?
- 4) Based on your experience with the agency, what do you think it takes to succeed or be promoted within the agency?
- 5) Do you have a clear understanding about the agency's direction for our division?

- 6) Do you feel valued as a Social Worker at the agency?

Strongly agree Agree Neutral Disagree Strongly Disagree

Comment:

- 7) How do you feel about the quality of feedback you receive from your supervisor?

- 8) Do you feel you receive adequate support and training to do your job effectively?

Strongly agree Agree Neutral Disagree Strongly Disagree

Comment:

- 9) If lunch and learn training sessions were offered, how willing would you be to attend and participate?

Strongly agree Agree Neutral Disagree Strongly Disagree

- 10) What improvements (if any) would you suggest about your job, management, support and the Social Work services division?

Additional Comments: